

Ministry of Economic Affairs
and Climate Policy

Tender Document

Invitation to tender in accordance with the European open procedure for the procurement of Experts (international and local) for Market System Development, Institutional Development and Business Export Coaching activities in the Tourism sector in Jordan.

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Definition of terms

Contracting authority	The State of the Netherlands, represented by the Minister of Economic Affairs and Climate Policy, who concludes the Contract with the Contractor on behalf of the Contracting authority.
Contractor	The party with which the Tendering authority concludes the Contract.
Contract	The written framework agreement between the Tendering authority and the Contractor in which the conditions applicable to the public contracts that will be awarded via this tendering process (Further Agreements) will be recorded within a specific period.
Exclusion Criterion	A circumstance applicable to the Tenderer or a person affiliated with the Tenderer that results in exclusion of the Tenderer from participating in the tendering process.
European Single Procurement Document	Statement in which the Tenderer declares their compliance with the requirements specified in the annexes of the Uniform Single Procurement Document by means of filling in and signing this European Single Procurement Document.
Further Agreement	A written agreement signed by the Contracting Authority and the Contractor based on the framework agreement.
General Government Terms and Conditions	General Government Terms and Conditions for Public Service Contracts 2018 (ARVODI-2018: <i>Algemene Rijksvoorwaarden voor het verstrekken van Opdrachten tot het verrichten van Diensten</i>).
IUC-EZK	The Procurement Office (IUC) of the Ministry of Economic Affairs and Climate Policy (EZK) – part of the Netherlands Enterprise Agency (RVO.nl), which in turn is part of the Ministry of Economic Affairs and Climate Policy – will serve as process manager during this tendering process.
Memorandum of Information	A document containing all questions asked and answers given, in anonymised form and, if applicable, additional information. This includes the questions and answers submitted via TenderNed.
Most Economically Advantageous Tender	The Tender that achieves the highest definitive total score based on the best price-quality ratio.
Public Procurement Act	The Public Procurement Act 2012 (<i>Aanbestedingswet 2012</i>)

Data Processing Agreement	An agreement signed by the Tendering authority and the Contractor concerning the processing of personal data by the Contractor.
Suitability requirements	The requirements with which Tenderers must comply in order to be eligible to win the tender.
Tenderer	An entrepreneur or entrepreneurs who have submitted a Tender or is/are planning to submit a Tender. In this document, the word 'you' is taken to mean the Tenderer.
Tender	A quotation submitted by the Tenderer in response to this Tendering Document.
Tendering authority	The Netherlands Enterprise Agency (RVO), an agency of the Ministry of Economic Affairs and Climate Policy of the Netherlands.
Tender Document	This document and all of its annexes.

1. Introduction

The Tender Document at hand contains information regarding this invitation to tender conducted in accordance with the European open procedure for the CBI project in the Tourism sector in Jordan for four different types of consultants: 1. a Market System Development consultant, 2. an International Business Export Coaching consultant, 3. an Institutional (sector) Development consultant, and 4. a Local consultant for Institutional Development.

The project will start in the first quarter of 2021 and will run for five years.

You are hereby invited to submit a Proposal based on this Tender Document.

1.1 Tendering authority and IUC-EZK

This tendering process is being conducted on the instructions of The Centre for the Promotion of Imports from developing countries (CBI), part of the Netherlands Enterprise Agency (RVO.nl) of the Ministry of Economic Affairs & Climate Policy. The Procurement Office (IUC-EZK) will act as process manager during this tendering process.

1.2 CBI Introduction

The Centre for the Promotion of Imports (CBI) from developing countries is part of the Ministry of Economic Affairs and Climate Policy of the Netherlands. CBI is recognized worldwide as a leading expert in export development.

CBI supports the transition towards inclusive and sustainable economies. CBI focuses on transitions in targeted export sectors in developing countries, working towards becoming more inclusive and sustainable. CBI has a bottom-up approach, starting from the perspective of local SMEs, strengthening their competitive position on European and regional (niche / value added) markets for products and services with positive economic, social and environmental impact. CBI operates as a facilitator, broker and partner on multiple levels. CBI carries out multiple (mostly 4-6) year projects in selected value chains in developing countries, targeting in an integrated manner SME exporters, their supporters and influencers such as Business Support Organisations (BSOs), private service providers and government authorities, and European and regional importers. CBI projects promote compliance to Corporate Social Responsibility (CSR) principles.

In general, most CBI projects aim to achieve at least the following results.

Result	Result description
Export growth	Sustainable increase of exports to the EU (or regional markets if applicable) by directly and indirectly supported SMEs as a result of the project.
Competent exporters	SMEs that have successfully completed all the export capacity building activities. SMEs that developed and execute a tailor-made export strategy to the European market. SMEs that know how to build and maintain a network on the European market. CBI works with a specific progress monitoring tool divided into clusters that indicate the competency to export.

CSR (Corporate Social Responsibility)	SMEs to have their internal and product processes comply with (to be established country-sector specific) CSR standards, in accordance with OECD Guidelines.
Use of services in the Export Enabling Environment.	SMEs use the improved export development and promotion services and products of sector associations, ministries, other trade promotion organisations and private service providers.
Public-Private Cooperation	The public and private sector work together in creating an export-friendly environment regarding: 1. export-friendly policies, laws and regulations for SMEs; 2. availability of key inputs, technologies and infrastructure for the production process of exporting SMEs; 3. a better country/sector image abroad.

CBI projects are structured around the following intervention areas:

- Business Export Coaching: With the objective of sustainable export growth of SMEs, CBI will ensure that SMEs will build their export competencies through services in the field of individual coaching, group training, and market entry activities;
- Institutional Capacity Building: Parallel to SME capacity building and awareness raising, CBI will support the relevant parties in improving their service delivery and support a more effective and efficient collaboration;
- Promoting Sector Collaboration: There are multiple issues that cannot be solved by individual actors, issues that require sector collaboration. CBI will support the enabling environment by tackling issues (bottlenecks and opportunities) that require a collective approach at the enabling environment level.

Customizing programs to the local situation is key, tackling those issues that impede export to Europe (and regional markets if applicable). That is why CBI works in close collaboration with local governments, trade promotion organisations, sector associations and other expert organisations. CBI works in 30 countries and 14 sectors.

Not only does CBI integrate CSR in its own work, it is also asked from all stakeholders to do so. Furthermore, [the United Nations Sustainable Development Goals](#) are very important guidelines as well. CBI contributes directly to:

- Goal # 8 Decent work and economic growth
- Goal # 12 Responsible consumption and production
- Goal # 17 Partnerships for the goals

<https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

For further information on the CBI, please visit the following website: www.cbi.eu

This tender concerns the Implementation Phase of the above tourism project in Jordan.

A description related to this assignment can be found from Chapter 2 and onwards.

A checklist and other information about how to submit this tender can be found in Chapter 7.

1.3 Reason for this invitation to tender

The overall purpose of the project at hand is: "To support the creation of a durable service delivery system in the Jordanian tourism sector, in which local market actors provide services that are used by Jordanian tour operators and other local stakeholders and which enable them to reach a larger amount of markets with a more diversified product offer whilst adhering to sustainability principles." This means the project will support local parties (e.g. sector organizations, the Jordan Tourism Board, private service providers) to develop services for inbound tour operators and other tourism SMEs that seek to market their products to international markets. Examples of these services are: market information, the organization of promotional events in source markets, HRD, website development, certification, etc. The services should be economically sustainable, which means that after the project support ends the services still are being offered to and purchased by market parties.

The project is designed based on the principles of the Market System Development (MSD) approach (www.beamexchange.org). CBI is continuously developing its methodologies regarding project development and implementation and will focus more and more on bringing about systemic changes in sectors in order to set in motion a transformation towards more sustainable and inclusive sectors. In this respect the MSD-approach was chosen as an interesting approach for future CBI project development and implementation. This project therefore also serves as a pilot project for CBI to test the opportunities, possible benefits and possible limitations of this approach for future CBI project development and implementation.

The current Tender Document is written for the four different types of Consultants mentioned above:

1. a Market System Development consultant. The project will be designed and implemented on basis of the Market System Development (MSD) approach (see www.beamexchange.org). The Market System development consultant will guide and monitor the implementation of the project according to MSD guidelines.
2. an International Business Export Coaching consultant that will provide export coaching and training to Jordanian SMEs to establish trade linkages with European tourism markets and will provide training on the job to Jordanian experts on how to provide Business Export Coaching in Jordan.
3. an Institutional (Sector) Development consultant that will provide technical assistance (training, coaching, advice) on sector level, to sector associations and other business service providers.
4. a Local consultant for Institutional Development: a Jordanian tourism expert who will identify support needs for exporters in the value chain, will identify possible service providers that could address those needs and coach those providers in close cooperation with the above mentioned three consultants.

1.4 Time frame

The schedule below applies to this tendering process.

29 October 2020	Issuing of publication, start of tendering period.
6 November 2020 before 13.00 pm CEST	Closure of round of questions: deadline for the Tenderer to submit questions regarding this Tender Document and the Contract (including the general terms and conditions) and/or proposals for textual amendments to the draft Contract (including the general terms and conditions) and the Data Processing Agreement.
27 November 2020	Issuing of Memorandum of Information
9 December 2020 before 13.00 pm CEST	Deadline for the receipt of Tenders and opening of Tenders by the Tendering authority.
9 January 2021	Assessment of Tenders.
11 February 2021	Announcement of the award of the Contract.
4 March 2021 before 13.00 pm CEST	Deadline for asking questions and/or filing an application for a preliminary injunction in relation to the announcement of the award of the Contract.
4 March 2021 before 13.00 pm CEST	Deadline for the winning Tenderer to provide the evidence requested by the Tendering authority.
12 March 2021	Starting date of Contract.

If – in the opinion of the Tendering authority – circumstances provide cause to do so, the Tendering authority is entitled to amend the specified period(s). In such a case, timely notification of the new period(s) will be provided digitally.

2. Description of assignment

2.1 Description and objective of the assignment

The project seeks to achieve tangible results regarding the development of sustainable business & marketing service delivery models that address the needs of Jordanian tourism businesses that seek to export and which are actually used by these businesses during and after the project's ending.

The MSD approach seeks to address the root causes of why markets fail in order to make systemic changes that support lasting inclusive growth. The MSD approach is used by various international cooperation organizations as the guiding principle of their project development and implementation processes, be it mainly in agricultural sectors. The key objective of the approach is to anchor the project's interventions in the sector, to support the development of financially sustainable service delivery models by actors in the market system to actors in the market system.

This project will also serve as a learning pilot for CBI regarding use of this methodology. During project implementation constant monitoring and evaluation will take place by the project team. The Market System Development consultant will play a central role in this. To facilitate this indicators on process level will be developed by the CBI's Monitoring & Evaluation Department during the implementation phase. For detailed information on MSD, including best practices please see www.beamexchange.org.

For this project using the MSD-methodology will mean that the project will play (as much as possible) a facilitator role instead of an implementer (direct delivery) role. To facilitate market actors and local institutions to find and develop solutions and services that address a particular constraint/opportunity instead of the services being provided by CBI (or other donor organizations). In practice, it is expected that for some issues it will be easier to have a high degree of facilitator role from the start than for others. This will be especially the case for services of which users see a more direct Return on Investment as for instance the organization of a market access service (participation in specialized tourism fairs, roadshows, hosting buyers missions). The projects support there will mainly be in coaching and providing networks in targeted markets. Regarding, e.g. export marketing and -management capacity building (Business Export Coaching-like structure) it is expected more direct involvement is needed by means of CBI experts carrying out a first round, training selected experts on the job (which then are to carry out a second round guided by the CBI consultant). Sustainable tourism is not yet a well-known concept in the Jordan tourism sector. It is expected more direct delivery is needed to create awareness on the concept and on the business opportunities it offers, especially in Europe, before tourism suppliers see their Return on Investment in sustainability practices. Another point of attention is cooperation with donor organizations active in Jordan. The ideal situation would be that all donors follow the MSD approach. However, this will not be the case, so close communication is needed to make sure their interventions are not counterproductive to the strive to build sustainable service delivery models. With main partner GIZ these discussions are going on already.

During the project formulation phase several obstacles or challenges regarding improving export performance on European markets have been identified. These are to be found on various levels of the value chain and include insufficient sector cooperation, alignment and governance, workforce development, lacking export marketing and management capacities of SMEs, an insufficient organisation of the service sector regarding market information, destination marketing, capacity building and access to finance. Furthermore, awareness of what is sustainable tourism and how it can be used as a business opportunity on European (sustainability requiring) markets is lacking.

The project will start from the identified challenges and needs of exporters, and on basis of these, identify potential service providers and step-by-step work on creating durable service delivery models. In this project a main servicing role is foreseen for the tour operators' associations as the

ones to develop and manage a business service unit for their members. CBI support will focus on enabling them to play this role.

2.2. Target Group and Beneficiaries

The target group for the activities under lot 1, Market System Development consultant of this tender consists of:

- The CBI project team
- Target groups mentioned below under lot 2., 3. and 4.

The target group for the activities under lot 2, International Business Export Coaching consultant of this tender consists of:

- 12-14 selected Jordan inbound tour operators, interested to increase their exports to EU markets. The selection of these operators is part of this lot and will be based on Export Audit visits to potential participants that are also part of this lot.
- To be identified service providers that are to be trained on the job in carrying out Business Export Coaching services.

The target group for the activities under lot 3, an Institutional (sector) Development consultant and lot 4, Local consultant for Institutional Development of this tender consists of:

- Two tour operator associations: JSTA and JITO.
- Other key stakeholders that are part of the export enabling environment of tourism in Jordan, incl. governmental organisations, private sector associations, private (commercial) providers of services (e.g. website developers) and other relevant stakeholders.

2.3 Target Market

The target markets for this project are countries in the EU and EFTA that generate tourists for cultural, heritage, adventure, nature, wellness, eco and community-based tourism that Jordan offers or is able to offer.

2.4 Integrated approach

CBI implements its projects on both export business level and institutional level, the so called export enabling environment (EEE). The scope of this tender includes both areas. The primary focus, however, is on the Export Enabling Environment, on developing a robust and sustainable business service delivery system to be used by existing and potential exporters. CBI interventions on the business level (the Business Export Coaching) in this project do have an objective in delivering export competent and competitive SME's. However, their main objective is to support the development of a business service delivery structure on export marketing and management capacity building.

About Business Export Coaching (BEC)

A significant number of SMEs have export potential, but lack sufficient export marketing knowledge/skills and export capacity in terms of value addition, quality norms & standards and accessing (the right) markets. With the objective of increasing the international competitiveness of SMEs, CBI will enable them to build their export competencies. In this MSD-project carrying out the BEC will serve as a vehicle for on-the-job-training of local service providers to support the development of a sustainable export marketing and management capacity building service model. This means the Business Export Coach will both coach companies that seek to export to Europe and local service providers that are to offer export coaching services in the Jordan tourism sector once the project has ended.

- *Individual export coaching:* Export coaching will be provided to the group of selected companies, who comply with certain selection criteria (related to their potential on the

European market, as well as their need for support). The local service providers to be trained will be involved intensively in this process. One of the outputs each participating company will produce is an Export Marketing Plan (EMP). Each selected SME will start receiving individual coaching from a CBI Business Export Coaching (BEC) expert specifically assigned to the company. This coaching – on a confidential basis – will focus on the implementation of the action plan made during the company assessment phase and EMP development. To this end, CBI will be sending the consultant on technical assistance missions. These missions take place throughout the whole project. The intensity varies from one to three times a year, depending on the number of issues per company/group. These missions will focus on the output areas marketing, production, and human resources, and on the training and coaching of the local service providers that are to provide this export coaching service in future. Besides the missions, the consultant will provide distant coaching by skype, email, phone, etc. In the CBI's new strategy the aim is to reduce the environmental footprint as much as possible. Therefore, as much as possible, coaching and training will be done from a distance through digital means.

- *Group training:* Training sessions in Europe, on location and preferably online will be organized for all participating companies to train their management and staff in sector-wide issues in the scope of the marketing, production, and human resources output areas. The proposed program includes amongst others the following thematic sessions: marketing research, market access requirements, sustainability, product development, effective trade fair participation, online marketing and HRM. For several thematic sessions specialized trainers outside the scope of this tender may be contracted by CBI.
- *Market entry:* Improved export marketing capacity of SMEs is an important prerequisite to establish direct access to export markets. Focus will be on both physical (e.g. trade fairs in Europe) and digital (website and social media) strategies.

As part of the Implementation of this project, several (on paper) pre-selected companies will get an 'export audit' by CBI. Based on the recommendations in this audit, local SMEs will be selected for the Business Export Coaching Project.

About the institutional/export enabling environment level

The operations of (exporting) companies are affected by factors in the company's environment. Such factors may be either conducive to business and exports, or not. An export enabling environment is a business environment that is favourable to export growth: it positively affects the company's capacity to do business and become a successful exporter. Elements that make up an export enabling environment are for instance:

1. a stable Government and political situation in the country
2. export-friendly policies, laws and (tax) regulations
3. an adequate physical infrastructure (modern roads, ports and airports)
4. efficient and transparent customs facilities
5. sufficient availability and accessibility of financial service providers and credit facilities
6. high-quality service providers, laboratories and certification bodies
7. adequately skilled export coaching human resources
8. sufficient local availability of competitively-priced key inputs for the production of export goods and services
9. a positive image of the country among buyers in the export destination markets

The project will follow the MSD-approach, which means that an analysis is made of which are underlying factors of why the export environment is not sufficiently enabling. Subsequently possible solutions to address these factors are being designed. The key of the approach is that the solutions have to be found and sustained within the value chain itself. Actors in the value chain are the ones to deliver services to be used by other actors. The role of the consultants in the project is more on facilitating this process than on providing the solutions themselves for the issues.

2.5 Role of the consultants

Lot 1. the Market System Development consultant

The project is based on the principles of the MSD approach, an approach that is new to the CBI. The to be selected consultant therefor will have an important task in safeguarding the MSD principles are adhered to as much as possible in implementing the project.

The consultant:

- Monitors and guides the MSD contents of the project approach.
- Advises the CBI on implementation of the project according to MSD-principles.
- Informs and coaches the other consultants in the project on how to apply MSD-principles in project implementation.
- Informs donor organizations and other stakeholders in the tourism sector in Jordan on the specific MSD-characteristics of the CBI project and supports alignment to the MSD approach.
- Brings in best practices regarding MSD from other tourism development projects.
- Organizes roundtables and further root cause analysis where necessary.
- Supports the identification of potential service delivery needs of actors in the value chain.
- Supports the identification of potential service providers to provide solutions for these needs.
- Supports the designs and development of potential service delivery models.
- Investigates the feasibility and possible sustainability of these models.

Lot 2. the International Business Export Coaching consultant

The consultant has three main responsibilities: 1. To coach and train SME participants in the Business Export Coaching project to become competent exporters, 2. To coach local experts/consultants to become competent service providers on export management and marketing for SME in the tourism sector in Jordan, 3. Provide expertise on the tourism sector in the EU.

The objective of the project is that after project's ending a local sustainable service delivery structure is left behind in which local consultants provide export management and marketing coaching services to current and aspiring tour operators. To achieve this during the project a first round of BEC will be carried out by the BEC consultant. During this first round, local consultants will be involved intensively and trained on the job by the Business Export Coaching consultant. Subsequently, on basis of the findings of this first round, the Business Export Coaching consultant and the trained local consultants together design a sustainable business model regarding the coaching to be offered by the local consultants. The Business Export Coaching consultant then teaches the local consultants on how to market their coaching on a commercial basis directly to tourism SMEs. Subsequently, a second "commercial" Business Export Coaching round will be carried out by the local coaches. The role of the Business Export Coaching consultant during this second round will be to coach the local consultants in carrying out this task professionally.

The consultant carries out this/her work under the direct responsibility of the respective CBI Programme Managers in The Hague, who are in charge of the overall management, monitoring, budget and results of the project. The consultant will closely work together with the consultants contracted under the other lots in this tender.

The BEC will focus on the implementation of the action plan as developed in the export audit and will take place during on-site visits to each company by the consultants as well as from a distance, by Skype, phone, e-mail, etc.

Export Coaching and Connecting to European markets

The consultant:

- Advises CBI on the pre-selection and final selection of SMEs in the Business Export Coaching trajectory. Pre-selection will be done on basis of received application forms from SMEs interested to participate in the project. The final selection will be done on basis of

the findings of the on-site export audits which are part of lot 2 and are carried out by the Business Export Coaching consultant selected by this tender. The export audits are carried out on basis of an auditing checklist that is prepared jointly beforehand by the Business Export Coaching consultant and the CBI programme manager.

- Supports in business development by opening up his European network to the local companies and connecting them with European importers and other relevant partners;
- Advises on improving the critical export success factors, such as marketing, product development, supply chain management, pricing, sales promotion, logistics, communication, market knowledge, applying market analysis, sustainability, company management, finance etc.;
- Advises on implementing innovative processes and adding innovative content to the CBI project;
- Advises CBI and project partners on the readiness of the companies for market entry;
- Assists the companies selected for participation in an international trade fair or road show and advises CBI, CBI project partners and participants in their preparations for these events;
- Coaches the companies to find and establish business linkages with European buyers;
- Promotes the project among European buyers and involves them in the project, shares contacts of European buyers and other relevant contacts with CBI and project partners.
- Conducts follow-up coaching to the participating companies that have received training from other specialised CBI consultants on issues like sustainability, certification, digital marketing, and organisational management;

The average expected planning for the consultant activities in the project is 3 times a technical assistance mission per year. Please note: this planning might vary according to the needs of the project, the needs of the companies, the needs of the local consultants that are trained on the job and external conditions that make international travel difficult. Furthermore, as mentioned, CBI will have a "digital first" strategy which means, that if possible coaching and training will be done online. The local consultant contracted under lot 4. will play an important role by supporting the Business Export Coach consultant in this. Decisions on allocation of activities will be taken by the CBI Programme Manager and supported by arguments taking into account the above mentioned factors as well as budget considerations.

Export Training

The consultant is required to conduct group training sessions, or organize workshops for participating companies and other SMEs, cooperatives or producer associations on issues relevant for the European market. This is done on the request of the CBI Programme Manager and in coordination with other consultants working on the project.

The following tasks will need to be carried out:

- Prepare, conduct and evaluate group training sessions for participating companies and other SMEs, and sector organizations on issues for which European market knowledge in the sector is required;
- Provide input to training program conducted by other CBI-approved trainers (for example on sustainability or organizational effectiveness) to ensure that the training program is tailored to the needs of the participating companies, and to assure follow-up of the specialised skills into the coaching process.

Monitoring & Evaluation

Furthermore, the BEC consultant plays an important role in the project's Monitoring & Evaluation. As personal coach of the participating companies, he/she is expected to monitor progress of the companies in the implementation of their action plans, and periodically report to CBI regarding such progress, as well as on the progress of other activities that may be assigned to the BEC Consultant.

The following tasks need to be carried out as part of the M&E process:

- Continuously monitor the progress of companies and project partners in carrying out action plans by using the CBI online Export Audit Tool (HBAT);
- Annually collect and report on export and employment data of participating companies;
- Write and submit mission reports and periodic progress reports to CBI;

- Provide input for the CBI's annual progress reports towards the Dutch Ministry of Foreign Affairs.

Coaching and training of local consultants

The consultant:

- Supports in identifying potential local consultants for Business Export Coaching and advises the CBI on selection of the local consultants.
- Involves the selected local consultants intensively in all steps of the BEC round 1.
- Coaches the selected local consultants when they carry out BEC round 2.
- Carries out individual and group coaching sessions with the selected local consultants.
- Advises the CBI and relevant local stakeholders on the preferred structure and conditions of BEC round 2 on basis of experiences and lessons learnt in BEC 1.
- Advises the CBI and key stakeholders (possible providers of the service, private or public) on the organization of the export management and marketing capacity building service regarding structure (integrated vs modular), contents, feasibility, etc.

Marketing & Communication

Consultants play an essential role in the project's marketing and communication, for example by providing text for external communication items on project activities in which they are involved, following established CBI communication formats.

Lot 3: the Institutional (sector) Development consultant

Based on the Value Chain Analysis carried out in 2019 by GIZ and fact-finding missions by CBI, several areas of intervention in the export enabling environment have been identified. The Institutional Development consultant will provide the following kind of services.

1: Support improving export development services delivery by sector associations and other service providers to SMEs

The services provided by various sector stakeholders (associations, governmental organisations, private organisations) do not fully meet the needs of SMEs seeking to obtain export business on European tourism markets. Challenges encountered may be a service provider's incapacity to:

- Assist SMEs in their market entry efforts and prepare, organize and give follow-up to high-quality export promotion activities (trade fair participation, road-shows, matchmaking, trade missions, and so on);
- Assist SMEs in meeting the quality and other market requirements of international markets.
- Assist SMEs to bring their priorities to the government's table successfully (advocacy)
- Conduct market research and disseminate information on European market trends and opportunities.

The consultant is expected to start with a diagnosis of current service delivery models to further detail the proposed interventions in order to create an optimal supporting structure for involved SMEs. Depending on the initial diagnosis the consultant is/may be expected to take care of:

- **Organisational development of Business Support Organizations (BSO)/ Service providers:** Supporting a BSO/service provide with Organisational Development expertise in aligning its organisational strategy to better meet SMEs needs, to better position itself towards exporting SMEs. As part of this strategy, CBI experts coach the BSO management and staff, facilitate internal BSO meetings or focus group discussions with clients, or train BSO staff.
- **Developing a BSO/service provider's EU export training and coaching services:** Supporting a BSO in establishing or improving its coaching and training services for (exporting) SMEs. As part of this strategy, CBI experts help build the curriculum, conduct market research into local training needs, conduct financial analysis to ensure the financial

viability, train trainers on export issues, establish the training management function within the organisation, etc.

- **Developing a BSO/service provider's Market Information services:** Supporting a BSO/service provider in establishing or improving its Market Information services for (exporting) SMEs. As part of this strategy, CBI experts help analyse the effectiveness of the current Market Information (MI) service delivery in the sector, analyse the MI needs of the BSO/service provider's clients, conduct an assessment of the BSO/service provider staff's MI knowledge and skills, build the BSO/service provider staff's MI knowledge and skills through training and coaching, re-design the BSO/service provider's internal and external MI processes, improve the presentation and dissemination of MI, build a more effective MI dissemination platform, etc.
- **Developing a BSO/service provider's Export Promotion services:** Supporting a BSO/service provider in establishing or improving its Export Promotion services, such as the organisation of collective trade fair participations, trade missions, digital marketing activities or other match-making activities. CBI experts help in analysing the effectiveness of the current export promotion services, analyse the export promotion needs of the BSO/service provider's clients, design an effective trade fair participation service, train BSO/service provider's staff on promotion skills and knowledge, etc.

An improved service delivery by these BSO/service providers is needed that is based on a sound business-case. Establishing a sustainable financing model for this service delivery is of utmost importance to guarantee the durability of the delivery of services, also after the CBI project has ended. The consultant is required to propose (bring in best practices from other projects, countries, sectors), analyse and discuss the various options with the BSOs and support the BSOs in negotiation with the various finance sources.

Lot 4. the Local consultant for Institutional Development

The local consultant will closely work together with the other consultants contracted under this tender. He/she will play a central role in the project as "a spider in the web" in the tourism sector in Jordan. The local consultant will fall under the responsibility of the CBI Programme Manager, and is contracted by RVO. The CBI Programme Manager ultimately decides on the concrete roles of the various consultants.

The local consultant is responsible for:

- Working closely with the International experts on identifying needs of actors in the tourism sector, identifying possible solutions for these needs and identifying possible service providers to provide these solutions.
- Supporting the Institutional (sector) Development consultant and the International Business Export Coaching consultant by follow-up coaching on site to the various service providers in between the activities of the international consultants.
- Supporting the Institutional (sector) Development consultant and the International Business Export Coaching consultant in carrying out coaching and training online.
- Bringing in inside knowledge on the Jordan Tourism sector, interests, motives, possibilities and limitations of the various stakeholders in the sector.
- Keeping close contact with the various sector stakeholders to motivate and monitor their commitment regarding their participation in the project's interventions regarding developing sustainable service delivery models in the sector (regarding e.g. export management and marketing capacity building, organizing EU market entry activities, provision of market information, promotion of community-based tourism).
- Serving as an in-country contact person for stakeholders in the Jordan tourism sector.
- Supporting CBI staff, CBI consultants and specialised trainers with the logistics of their meetings and trainings, like agenda, venue, catering, equipment, and invitations.
- Moderating meetings of stakeholder if applicable.

For all lots:

The planning of activities in the framework of the project might vary according to the needs of the companies and other stakeholders and external circumstances like Covid-19. Please refer to the description of the roles above for a general outline. CBI wants to decrease its environmental footprint and has a "digital first" strategy, which means that activities (involving the International CBI Consultants) must be done as much as possible through digital means. Decisions on allocation of activities and topics will be taken by the CBI Programme Manager.

2.6 Role of the consultant within the project team

The consultant carries out his/her work under the direct responsibility of the respective CBI Programme Manager(s) in The Hague, who is/are in charge of the overall management, monitoring, budget and results of the project.

The consultant is required to work within a larger team of local and international external experts and service providers, contracted by CBI for specific project activities, as well as with CBI staff (in particular the in The Hague based Programme Manager(s) and Project Officers) and staff and experts of cooperation partners (e.g. GIZ Jordan).

Depending on the needs of the programme other external experts and other service providers, besides those under this tender, will be contracted by CBI.

2.7 Lots

The invitation to tender has been divided into four lots (see table below). By using a mechanism of a general framework agreement and further agreements for specific assignments, it is possible to plan the activities in line with the development of the project and to specify the exact scope at the moment that an expert is needed. Per lot we indicate the number of Contracts we plan to arrange. Individual tenderers and firms may submit proposals for more than one lot and can win more lots (if the labour capacity is available) and therefore can be awarded more contracts from this tender.

It is not possible to meet the requirements together if you submit with multiple people for one lot, the expert who is the contact person for the companies and CBI, must meet all requirements independently by him/herself under chapter 3 of the tender document. The other possible consortium partners or subcontractors are supplementary and supportive and do not have to meet all requirements in person.

Lot	Number of framework agreements
1. Market System Development consultancy	1
2. International Business Export Coaching	1
3. Institutional (sector) Development consultancy	1
4. Local consultancy for Institutional Development and MSD support	1

2.8 Contract Period

The Tendering authority intends to conclude a Contract for every separate lot for a period of 3 years, including an unilateral option for the Tendering authority to extend the contract maximum 2 times by 1 year.

The duration of the total contract period is estimated for 5 years because this is the duration of the CBI project. It is important for the participating companies and organizations that the executor remains the same throughout the duration of the program.

2.9 Scope of the assignment

The Tendering authority has estimated a total maximum contract value (including optional extension years) in EUR per lot as follows (exclusive of VAT):

Lot	Contract value in EUR (excl. VAT)
1. Market System Development consultancy	125.000
2. International Business Export Coaching	300.000
3. Institutional (sector) Development consultancy	275.000
4. Local consultancy for Institutional Development and MSD support	250.000

The estimated values are an indication from which no rights can be derived. This Tender Document was created using up-to-date knowledge and insights valid at the time of its formulation.

It is possible that the services specified in the contract may change in the event of political, budgetary, administrative or organisational developments within the Dutch government and the Tendering authority's expansion or contraction resulting from this, or changes to the Tendering authority's position within the government or to the targets that must be met. In the event such circumstances occur, the Tendering authority will consult with the Contractor.

If the Contractor foresees obstacles in the execution of the assignments within the framework agreement as a result of the Covid-19 crisis, or any other circumstance, he must inform the Contracting authority as soon as possible. If, in its opinion, the work cannot or cannot be performed to a sufficient extent, the Contracting authority may proceed to immediate termination by means of termination of the Agreement. The Contractor will then receive reimbursement of the costs in the event of cancellation by the Contracting authority in accordance with Article 22.6 of ARVODI 2018.

CBI is concerned about the safety of its staff and of its contracted consultants. This means that the CBI will not allow its staff and consultants to travel on behalf of CBI to regions earmarked as orange (or red) by the Netherlands' travel advice. In case the travel advice changes from yellow to orange when the consultant is on mission, he or she will be asked to return as soon as possible. CBI aims to reduce its environmental footprint. Therefore it will aim to minimize air travel of staff and consultants as much as possible. Guidance should be done as much as possible through digital means. Travel should only be done if this is necessary to safeguard the quality of CBI service provision. In case it is decided travel is necessary to provide the quality of service that CBI aims to and safety conditions make it impossible to travel, the in this case second option of digital assistance should be explored or the mission should be postponed. The final decision on this will be made by the CBI programme manager. The contractor, including his/her personnel is expected to adhere to the basic rules that apply in the Netherlands or in the country(/ies) concerned (such as use of facemasks, the required distance between people, etcetera) in the execution of the assignment.

3 Requirements to this assignment

This section includes the requirements set by the Tendering authority concerning the requested services and the prices and rates. Per paragraph we indicate which requirements are applicable for which lots.

By submitting a Tender, you as Tenderer, explicitly consent to all requirements and conditions specified in this Tender document and declare that you will continue to comply with these throughout the entirety of the contract period. Furthermore, you confirm that you will comply with all of the specified prices and rates. Failure to comply with one or more requirements will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention. The below mentioned requirements apply to all lots or to specific lots when specified otherwise.

3.1 General requirements

For all lots (1, 2, 3 & 4):

- The execution of the assignment must be done by one single expert per lot. Multiple contact persons are not allowed. The reason for this is that one contact point is needed for the companies and for the contact with CBI. The personal approach towards the stakeholders is important in order to optimally fulfil the expert role. If a collaboration is needed to fulfil the suitability requirements, then such collaboration is possible, provided that one single expert in person will remain the contact point for all the stakeholders.
- You are allowed to submit one proposal for multiple lots. Individual tenderers and firms may submit proposals for more than one lot and can win more lots (if the labour capacity is available) and therefore can be awarded more contracts from this tender.
- It is not possible to meet the requirements together if you submit with multiple people for one lot, the expert who is the contact person for the companies and CBI, must meet all requirements independently by himself under chapter 3 of the tender document. The other possible consortium partners or subcontractors are supplementary and supportive and do not have to meet all requirements in person.
- The expert must be able to act fully independent and without any conflict of interest as a representative of CBI in the Tourism sector in Jordan. This entails, among others, that the expert should not be directly or indirectly contracted or employed by (or own) selling parties in Jordan or importing companies that trade in services covered by this tender from developing countries covered by this tender.
- Demonstrable good communication skills in the English language, both spoken & written.
- Proven well-developed intercultural sensitivity skills.
- Strongly developed political awareness and sensitivity.
- Being a team player who can cooperate in diverse team structures (information sharing, conflict solving).
- Reporting skills to communicate on mission results and project progress.
- Experience in coaching by using distant guidance techniques like e-mail, skype and webinars.

For lots 2 & 3:

- Experience in coaching by using distant guidance techniques like e-mail, skype and webinars (at least three years of experience within the last five years).
- Experience with conducting trainings and workshops in the English language regarding export development on location and virtually (at least 120 hours of experience during the last five years).
- Demonstrable coaching and training skills.

3.2 Requirements relating to professional experience and to knowledge (Lot 1 MSD consultancy)

- Extensive proven knowledge of the Market Systems Development (MSD) approach, its principles, its application in various sectors, best practices, lessons learnt, its applicability and limitations in various environments.
- At least two (2) years of experience in carrying out projects using the Market Systems Development (MSD) approach.
- Extensive proven experience with jointly developing business cases for sustainable service delivery models in developing countries in cooperation with potential local clients and service providers.

3.3 Requirements relating to professional experience and to knowledge (lot 2 Business Export Coaching)

- At least five (5) years of experience in the EU long haul tourism market in a commercial/technical or consultancy role during the last ten (10) years.
- Experience with B2B and B2C marketing and promotion of tourism products in the EU market for at least three (3) years during the last five (5) years.
- At least three (3) years of experience within the last five (5) years in individual coaching of small scale tour operators based in a developing country with a primary business focus on selling tourism packages to long haul clients. The coaching of the tour operations should have included at least the topics marketing, company management, promotion, sales, pricing, product development, communication and sustainability.
- At least three (3) years of experience within the last five (5) years with coaching of companies by using distant guidance techniques like e-mail and skype.
- At least 50 hours of experience with conducting trainings and workshops in developing countries in the English language regarding export marketing and management in tourism during the last five (5) years.
- Experience with organizing at least 3 times a stand at a tourism fairs and/or conference, and/or road show during the last 10 years.
- Proven knowledge of the latest trends and developments, distribution channels, and market players in the EU in the long haul tourism markets.
- Proven knowledge of Corporate Social Responsibility issues in the tourism sector.
- Up to date knowledge of the structure of the tourism sector in Jordan and the roles of its major stakeholders.

- Proven knowledge of product development methodologies.
- Proven knowledge of cost price calculation, quotation, terms of payment and price in relation to quality and markets in the long haul tourism business.
- Knowledge about business development, business models (structure and effectiveness), and required management skills for small scale tour operators.
- Up to date and active network of EU buyers in at least two of the EU generating tourism markets.

3.4 Requirements relating to professional experience (lot 3 Institutional (sector) Development consultancy)

- Proficiency to communicate at different levels with various stakeholders in value chains, in order to build and maintain relations necessary for the project and to represent the CBI interests, both at European and local level.
- Proficiency to build a relationship network with other donor organisations, so that duplication is prevented and planning and thematic alignment is optimal.
- Coaching and consulting experience with public-private stakeholder dialogue structures in the tourism sector (at least three years of experience within the last eight years) with specific experience in destination management and destination marketing.
- Coaching/training/advisory experience in an export enabling environment in the field of export services development for BSOs, such as services on sector export marketing/promotion/branding and strategy plans, development of services on market intelligence, SME export coaching, market entry activities (at least four years of experience within the last eight years).
- Coaching and consulting experience in the enabling environment on promoting tourism destinations to the European market (at least four years of experience within the last ten years) with specific experience in sector and organisational change.
- Profound knowledge of the latest insights regarding the institutional development of organizations in developing countries.
- Profound knowledge of models and best practices regarding public-private driven tourism development in both developing and developed countries.
- Profound knowledge of regulations and buyer requirements, incl. Corporate Social Responsibility in the European tourism sector.
- Adequate knowledge on the structure and functioning of tourism sectors in developing countries.
- At least 120 hours experience in conducting trainings and workshops on site to (business support) organizations and associations in the field of institutional development, multi-stakeholder participation and public private cooperation in developing countries during the last 5 years.
- Experience with organizing interactive digital sessions for larger and smaller groups (webinars, training, workshops) in the English language (at least two sessions during the last three years).

3.5 Requirements relating to professional experience (lot 4 Local consultancy for Institutional Development support)

- Demonstrable good communication skills in the Arabic language and English language, both spoken and written.
- Profound active network in the Jordan tourism sector which can be used for the implementation of the project.
- Profound experience to work in the local context of the Jordan tourism sector and excellent ability to arrange and facilitate business related issues in the local context.
- Extensive work experience in Business Support Organizations or private companies in the tourism sector in Jordan.
- Experience in setting up service delivery units for exporters in the tourism sector in Jordan.
- Experience with moderating meetings.
- Proven experience with logistic arrangements for donor organisations in Jordan.
- Proven well-developed intercultural sensitivity skills.
- Team player who can cooperate in diverse team structures (information sharing, conflict solving).

3.6 Requirements relating to the prices/rates

- The Tenderer will provide the rate in euro applicable to this assignment by filling in the appendix entitled 'Prices/Rates'.
- The rates must be in euros and be all inclusive. In any event, they must include all of the following: wage costs, overheads (e.g. accommodation and wage costs for support staff), costs relating to the usage of equipment and machinery during the assignment, insurance costs, any applicable costs for e-invoicing and local travel and local accommodation expenses. "Local" is in this case the country where the consultant is based. They do not include VAT.
- **For all lots:**
Accommodation and local travel expenses can be invoiced according to the applicable Daily Subsistence Allowance (DSA) rates published by the Dutch Government.

For this tender the maximum rates mentioned below is fixed during the whole contract period.

DSA is NOT applicable for consultants living in Jordan.

In case your company is not located in Jordan, you can, when carrying out assignments in Jordan, invoice local expenses as follows: Accommodation: only real costs made can be invoiced for € 180,- per night in Amman and for €147,- outside Amman. When traveling between cities in Jordan remuneration of local travel expenses will be done based on real

expenses. Other costs can be invoiced for Amman at € 141,- per day and for locations outside Amman at € 60,- per day.

- **The maximum daily rate for lots 1, 2 & 3 is € 700.- excl. VAT.**
- **The maximum daily rate for lot 4 is € 500.- excl. VAT.**
- The tenderer will not submit any zero or negative prices/rates, including for parts of the agreement.
- The rate is fixed for the duration of the framework agreement and cannot be indexed.
- The Tenderer will charge retrospectively based on actual costs and specify daily rate.

3.7 Tax-related requirements (for all lots)

- The Tenderer indemnifies the Tendering authority against any claims from the Dutch Tax and Customs Administration (*Belastingdienst*) or other tax authorities.
- The Tenderer will quote the prices according to the following structure:
 - the amount excluding Dutch VAT and any VAT due outside the EU;
 - the amount of Dutch VAT due (if applicable) and the amount of any VAT due outside the EU, and;
 - the amount including Dutch VAT (if applicable) and any VAT due outside the EU.
- If the Tenderer indicates that no VAT is applicable, then he agrees to provide documentary proof of the grounds for this to the Tendering authority within fifteen calendar days of the request to do so.
- You are liable for any extra costs for Dutch and/or foreign VAT due if you incorrectly charge no VAT or an incorrect amount of VAT to the Tendering authority. If applicable, you are liable for accurate payment of VAT in the Netherlands and outside the EU, with the exception of the case stipulated in the following sentence. If the Tendering authority procures a service from a foreign business and Dutch tax law considers the work to have been performed in the Netherlands, then the Tendering authority is liable for the payment of VAT to the Dutch Tax and Customs Administration for this/these service(s) performed in the Netherlands.
- You guarantee that the amounts specified in the quotation are inclusive of all taxes and levies (including amounts considered equivalent to taxes or levies), regardless of their description and wherever in the world they may have been levied.
- You indemnify the Tendering authority against any claims from any tax authority for any taxes, levies or contributions considered equivalent to taxes or levies, originating from either the Netherlands or outside the Netherlands.
- Given the nature of this assignment, which includes development cooperation that exclusively benefits developing countries, a VAT rate of 0% applies to the amount specified on the quotation provided the Contractor is **established in the Netherlands** and his organisation is registered as an entrepreneur for VAT purposes. **For extra certainty in this matter**, you can request a declaration of exemption from VAT from the tax inspector. More information on this matter can be found within the decree issued by the Ministry of Finance on 21 September 2015 (no. BLKB/2015/76M). If you submit a statement from the tax inspector within 30 days of the award of the Contract that specifies that a **different** VAT rate applies, then the contract price will be increased to include the applicable VAT rate. You are liable for any costs (extra or otherwise) in the event that you incorrectly charge no VAT or an incorrect amount of VAT to the Contracting Authority.

- It is not allowed to charge Netherlands VAT over this amount if the registered office of the contractor is outside The Netherlands. RVO pays the Netherlands VAT to the Netherlands tax authority.

3.8 Invoicing requirements (for all lots)

- The payment schedule will be agreed upon in the further agreement.
- You must include a summary of the actual hours/days worked in accordance with the applicable rates.

- **For companies established in the Netherlands only**

E-invoicing

The general terms and conditions that apply to this contract contain a provision that invoices must be sent electronically (not in pdf). This can be done in 4 different ways:

- The invoicing portal of the Dutch government
- Link with Digipoort
- E-invoicing with your own (accounting) software package through Simpler invoicing
- E-invoicing through a service provider.

See attached "Brochure e-factureren".

For companies not established in the Netherlands

The paragraph concerning E-invoicing does not apply to companies located outside of the Netherlands. Non-Dutch companies can send their invoices in PDF format by email what will be made clear in the further agreement.

3.9 Travel Policy (for all lots)

The following travel policy must be adhered to:

- International flight tickets and hotel must be booked by the expert itself and can only be reimbursed if valid receipts are added to the invoice.
- All flight tickets will be economy class. As for certain reasons (e.g. health) the CBI programme Manager may give permission to fly Business Class when requested. However, in this case the amount to be reimbursed will be that of the price of an Economy Class ticket at the time of booking.
- See: 3.5 Requirements relating to the prices/rates.

4 Requirements concerning the Tenderer

4.1 Introduction

In this section, you can find the requirements set by the Tendering authority to determine whether particular Tenderers are suitable to be awarded the Contract. For this purpose, Exclusion Grounds and Suitability Requirements have been set.

You can indicate whether or not the Exclusion Grounds apply to you and whether or not you are in compliance with the Suitability Requirements by completing the 'European Single Procurement Document'.

The 'European Single Procurement Document' is a PDF file that has been partially filled in for you. You must fill in the rest of the form, print it, legally sign it with a handwritten signature, scan it and submit it together with your Tender via TenderNed.

Where a legally valid signature is required, the Contracting Authority accepts, in addition to an original handwritten signature, also the qualified electronic signature within the meaning of art. 3: 15a of the Civil Code. Please see 7.3.15 of this Tenderdocument.

4.2 Exclusion Grounds

The following Exclusion Grounds are specified in the annex 'European Single Procurement Document':

- all Exclusion Grounds specified in Part 2;
- the Exclusion Grounds in Part 3 of the 'European Single Procurement Document' that have been selected by the Tendering authority by means of the tick boxes.

See Section 7 for information on how to submit a Tender in collaboration with other organisations. This section specifies who must provide a completed and signed European Single Procurement Document during the process of submitting a Tender.

The evidence relating to the Exclusion Grounds does not have to be submitted together with the Tender: it is only required once the Tendering authority requests it if provisional award is given.

Please note: The process of applying for a GVA (certificate of conduct) can take several weeks.

For information on types of evidence, see Section 2.89 of the Public Procurement Act.
<http://wetten.overheid.nl/BWBR0032203/2016-07-01>

The evidence consists of:

1. Extract of Trade Register (no older than 6 months see §4.3)
2. 'Certificate of Conduct for procurement' ('Gedragsverklaring Aanbesteden' -no older than 2 years)
3. Tax statement (no older than 6 months)

The Tendering authority, to which a Tenderer submits data in order to prove that the exclusion grounds referred to in Article 2.86 or Article 2.87 do not apply to the Tenderer, also accepts data and documents from another Member State, from the country of origin of the Tenderer or from the country where the Tenderer is established, that serve an equivalent purpose or that show that the exclusion ground does not apply to Tenderer.

Please refer to <https://ec.europa.eu/tools/ecertis/search>
eCertis is the information system that helps you identify different certificates requested in procurement procedures across the EU.

4.3 Suitability Requirements

The purpose of the Suitability Requirements is to assess whether the Tenderer is suitable to fulfil the Contract in the opinion of the Tendering authority.

By signing Part IV of the annex 'European Single Procurement Document' (which uses the term 'Selection Criteria' to refer to the Suitability Requirements), the Tenderer declares that he complies with the Suitability Requirements as specified in this subsection of the Tender document. These Suitability Requirements are further specified in the subsequent paragraphs in this section.

4.3.1 Financial and economic standing

By signing the 'European Single Procurement Document', the Tenderer declares:

- a. That he possesses sufficient financial and economic capacity to fulfil the contractual obligations.
- b. That the Tenderer is unaware of any possible claims against him that may compromise his organisation's financial-economic capacity or continuity, and that no investment is required during the Contract period that may have a similar compromising effect.
- c. That the Tenderer has a sufficient level of professional and/or statutory liability insurance for the fulfilment of the assignment and that in the event of the Contract being awarded to him, will remain sufficiently insured throughout the duration of the assignment(s).

Evidence (do not submit together with the Tender – *only submit it when requested to do so if provisional award is given*):

- a. Proof of insurance against business risks and/or
- b. Annual accounts or extracts from the annual accounts if the law in the country in which the Tenderer is established requires publication of annual accounts and/or
- c. A statement concerning the total turnover and the turnover for the business activity that is the subject of the contract, applicable to at most the last three available book years, depending on the formation date or the date on which the Tenderer commenced his professional activities, to the extent that such turnover figures are available.

If the data of the Tenderer's parent/holding company is used in relation to the aspect of financial-economic capacity, then the Tenderer must provide a statement from the parent/holding company that specifies that the parent/holding company unconditionally acts as a guarantor for the obligations to be undertaken by the subsidiary company and any debts arising from the Contract incurred by the subsidiary company. The statement by the parent/holding company must be signed by a legally authorised representative.

4.3.2 Reference data (technical qualifications)

The Tendering Authority has identified the following core competences per lot, that correspond to the experience in essential aspects of the contract:

Core Competences Lot 1

- Carrying out root cause analyses according to the MSD method.
- Coaching/training/advising regarding application of the MSD methodology in projects.
- Coaching and supporting of local business service providers in developing economically sustainable service delivery models.

Core Competences Lot 2

- Coaching/training/advising companies in the tourism sector regarding product, production processes and export management and marketing.
- B2B marketing and promotion on EU tourism markets.
- Coaching/training experts regarding carrying out coaching of companies in the tourism sector regarding product, production processes and export management and marketing. (Train-the-trainer model)

Core Competences Lot 3

- Coaching/training/advising BSOs and other business service providers regarding developing EU export services for the SME exporting community.

Core Competences Lot 4

- Supporting creating service delivery models in the tourism sector in Jordan.
- Organizing logistics for projects or events.

By signing the 'European Single Procurement Document', the Tenderer declares that he has carried out at least **one** reference assignment for each of the core competences listed above that meets the following minimum requirements:

- The subject of the reference assignment must be comparable to the core competence in question. The reference assignment must have been executed or completed within the three years prior to the closing date for the submission of tenders. If the Tenderer uses an assignment that is not yet fully complete, then only the completed results of the ongoing assignment can be submitted for reference purposes: projected results cannot be taken into consideration.

The reference assignment must have been executed for an international / development organisation or a European importer (and for lot 4: as a staff member of a company or organization active in the Jordanian tourism sector), and must have been completed within the three years prior to the closing date for the submission of tenders. If the Tenderer uses an assignment that is not yet fully complete, then only the completed results of the ongoing assignment can be submitted for reference purposes: projected results cannot be taken into consideration.

Assignments including one or more subcontractors can only be used as reference assignments if the subcontractor(s) in question will be involved in the fulfilment of the Contract and if the Tenderer can and will make use of the knowledge and experience of the subcontractor(s) in question during the fulfilment of the assignment.

Evidence (do submit together with the Tender):

Provide one reference assignment for the core competences mentioned above. The reference(s) must be signed by the referee (the Contracting authority in question).

The reference(s) must be signed by the referee (the client in question).

If required, the Contracting Authority reserves the right to check the accuracy and completeness of the references and to contact one or more of the reference parties without the Tenderer's involvement or permission.

4.3.3 Professional/trade register extract

The Tendering authority expects the Tenderer to be authorised to practise his trade. For this reason, the Tendering authority reserves the right to ask the Tenderer to demonstrate that he is registered in the professional register or in the trade register referred to in Annex XI of EU Directive 2014/24/EU in accordance with the regulations applicable in the country in which he is established.

It is also vital that the signed documents included in the Tender have been signed by a legally authorised representative of the Tenderer. For this reason, the Tendering authority can also ask the Tenderer who is awarded the contract to demonstrate the legal validity of the signature.

Evidence (do not submit together with the Tender – only submit when requested by the Tendering authority).

In order to establish the legal validity of the signed statements, declarations and other evidence, it is vital that a recent and up-to-date (**max. six months old**, counted from the time of submission of the Tender) extract from the professional register or trade register is provided in compliance with the provisions stipulated in Section 2.98 of the Public Procurement Act. The extract must demonstrate the legal authorisation of the signatory.

If the signatory of the statements, declarations and other evidence is not featured on the extract, then authorisation of the signatory must be provided by one of the parties featured on the extract, in the form of a statement declaring that the signatory was authorised to legally bind the Tenderer at the time that he signed the documents.

In the event that the Tender involves a collaboration (consortium), then every member of this collaboration must provide the aforementioned evidence separately.

5. Award criteria and assessment

5.1 Introduction

This Section concerns the award criteria. The Tenders are assessed based on the award criteria. Your response to the award criteria must be included in your Tender. In your response, you must take into account the requirements set in Section 3.

The assessment consists of 3 steps.

- a. A maximum of **90 points** can be obtained for your response to the “written” award criteria as described in 5.2.1 up to and including 5.2.3 for lot 1, 5.2.4 up to and including 5.2.6 for lot 2, 5.2.7 up to and including 5.2.9 for lot 3 and 5.2.10 up to and including 5.2.12 for lot 4. The Tenderer must score a minimum of 50 out of the 90 points that can be obtained on these award criteria. If the award criteria are valued with a lower score than 50 points out of the 90 points, the Tender is set aside and excluded from further participation in the tendering process and will not be further assessed on the prices/rates.
- b. Assessment of the prices/rates with a maximum of **10 points**. If the daily rate is higher than € 700.- excl. VAT for lots 1, 2 and 3, or higher than € 500.- excl. VAT for lot 4, the Tender is set aside and excluded from further participation in the tendering process.
- c. The maximum total points that can be obtained is **100 points**.

5.2 Quality preferences

In providing your response:

1. Describe the situation, your role, your actions, your advice, and results achieved. Mention in which country the intervention took place.
2. Relate your answer as much as possible to a position mentioned in your CV. Please hand in a CV.

Lot 1. Market System Development consultancy

5.2.1 Preferences relating to carrying out root cause analyses, identifying service needs of stakeholders.

Describe in a concise manner your experience on carrying out successfully root cause analyses regarding identified obstacles in a value chain, on identifying the service needs of the stakeholders involved and subsequently linking potential providers and up-takers of the service. If applicable describe your experience regarding doing this in the tourism sector.

Give two examples. Describe your approach, the obstacles encountered and critical factors for success.

Relate your examples to your CV in order to show your relevant experiences and expertise.

Max. 30 points available	Assessment aspects:
30	Level of experience in carrying out root cause analyses, identifying service needs of stakeholders

5.2.2 Preferences relating to coaching/supporting (potential) service providers regarding developing sustainable service delivery models for SMEs or other clients.

Describe in a concise manner your experience on coaching/supporting (potential) service providers in developing countries regarding developing sustainable business service delivery models for SMEs or other clients. If applicable describe your experience regarding doing this in the tourism sector. Give two examples in which you have successfully coached/supported a service provider in a developing country in developing a financial sustainable business service, making use of the MSD methodology. Describe your approach, the obstacles encountered and critical factors for success.

Relate your examples to your CV in order to show your relevant experiences and expertise

Max.30 points available	Assessment aspects:
30	Level of experience in coaching/supporting (potential) service providers regarding developing sustainable service delivery models for SMEs or other clients

5.2.3 Preferences relating to coaching and training skills on the application of the MSD methodology in development projects

Describe in a concise manner your experience in coaching/training experts and/or staff of development organisations as well as their stakeholders regarding on how to apply the MSD methodology in development projects. If applicable describe your experience regarding doing this in the tourism sector.

Describe your approach, the obstacles encountered and critical factors for success.

Please show in your answer at least that you are familiar with the issues and challenges regarding applying the method, your level of relevant experience.

Max. 30 points available	Assessment aspects:
30	Level of experience in coaching and training experts and/or staff of development organisations regarding on how to apply the MSD methodology in development projects

Lot 2. International Business Export Coaching

5.2.4 Preferences relating to coaching skills on export related topics in the tourism sector

Describe in a concise manner your experience in coaching SME tour operators regarding improving their product packaging skills and export management processes with a view on exporting. Show your experience in coaching SME tour operators on packaging sustainable and community products.

Give two examples (in a concise manner) in which you've successfully coached SME tour operators in a developing country context on improving their product packaging and export management processes. Describe your approach, the obstacles encountered and critical factors for success. Indicate how you work digitally to support SME tour operators and show your experience.

Please show that you are familiar with the issues and challenges in the export value chain for tourism and your level of relevant experience.

Max. 30 points available	Assessment aspects:
30	Level of experience in coaching SME tour operators regarding improving their production and export management processes with a view on exporting to Europe.

5.2.5 Preferences relating to your network in the European tourism sector.

Describe your specific networks in the various European source markets for tourism, including your networks in sustainable tourism niches. Describe your experience in using these networks to establish matches between European buyers and exporters from developing countries in the tourism sector (one-to-one match-making, trade fairs, buyers/seller missions). Give two examples (in a concise manner) describing your approach for successful matchmaking.

Max. 30 points available	Assessment aspects:
30	Level of knowledge of and experience with the tourism network in Europe and the level of experience in successful matchmaking

5.2.6 Preferences relating to coaching skills on service delivery

Describe in a concise manner your experience in coaching (potential) experts regarding improving their coaching and training skills to be applied for capacitating stakeholders in the tourism sector (Train-the-trainer model). If applicable, describe your experience with the Market System Development approach.

Give one example (in a concise manner) in which you've successfully coached a (potential) expert in the tourism sector. Describe your approach, the obstacles encountered and critical factors for success.

Please show in your answer at least that you are familiar with the issues and challenges regarding train-the-trainer models and your level of relevant experience.

Max. 30 points available	Assessment aspects:
30	Level of experience in coaching (potential) experts regarding improving their coaching and training skills.

Lot 3. Institutional (sector) Development consultancy

5.2.7 Preferences relating to coaching Business Support Organisations on service improvement

Describe in a concise manner your experience on coaching Business Support Organisations on service improvement. Give two examples in which you have successfully coached a BSO in a developing country on how to improve their member base by developing new services for existing and potential new members. Describe your approach, the obstacles encountered and critical factors for success.

Relate your examples to your CV in order to show your relevant experiences and expertise.

Max. 35 points available	Assessment aspects:
35	Level of experience in coaching BSOs on service improvement

5.2.8 Preferences relating to writing business plans with service providers

Describe in a concise manner your experience on writing business plans with (potential) providers of business services to SMEs. Give two examples. Describe your approach, the obstacles encountered and critical factors for success.

Relate your examples to your CV in order to show your relevant experiences and expertise.

Max. 35 points available	Assessment aspects:
35	Level of experience in writing business plans with service providers

5.2.9 Preferences relating to persuasiveness and intercultural sensitivity

Describe a situation in a concise manner showing you have successfully convinced a Business Support Organization in a developing country, that was initially hesitant or reluctant, e.g. to make the required changes, to actually implement your advice. Describe your approach and define the critical success factors for success. Show explicitly the way in which you used your diplomatic and intercultural skills to achieve your goals in/with organisations in this situation.

Describe some of the risks you could identify to persuade Tourism sector organisations in Jordan to follow your advice, and describe your mediation strategy in case these risks would occur during the project.

Max. 20 points available	Assessment aspects:
20	The level of experience

	in successfully convincing (aspiring) a Business Support Organization in a developing country, that was initially hesitant or reluctant, to make the required changes, to actually implement your advice.
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Lot 4. Local consultancy for Institutional Development and MSD support

5.2.10 Preferences relating to setting up service delivery units for SMEs seeking export opportunities.

Describe in a concise manner your experience on setting up service delivery units for SMEs in the tourism sector that seek export opportunities. Give one example. Describe your approach, the obstacles encountered and critical factors for success.

Relate your examples to your CV in order to show your relevant experiences and expertise.

Max. 35 points available	Assessment aspects:
35	Level of experience in setting up service delivery units for SMEs seeking export opportunities.

5.2.11 Preferences relating to your network in the Jordanian tourism sector.

Describe your specific networks in the Jordanian tourism sector. Describe your experience in using these networks for setting up projects / carrying out activities in the tourism sector in Jordan.

Give one example (in a concise manner) describing your approach on using your network for a project or activity.

Max. 35 points available	Assessment aspects:
35	Level of knowledge of and experience with the tourism network in Jordan and the level of experience in using these networks for setting up projects / carrying out activities in the tourism sector in Jordan.

5.2.12 Preferences relating to persuasiveness and intercultural sensitivity

Describe a situation in a concise manner showing you have successfully convinced a key stakeholder in the Jordanian tourism sector, *that was* initially hesitant or reluctant, e.g. to make the required changes or actually implement your advice. Describe your approach and define the critical success factors for success. Show explicitly the way in which you used your diplomatic and intercultural skills to achieve your goals in this situation.

Describe some of the risks you could identify to persuade stakeholders in the Jordanian tourism sector to follow your advice, and describe your mediation strategy in case these risks would occur during the project.

Max. 20 points available	Assessment aspects:
20	The level of experience in successfully convincing a stakeholder, that was initially hesitant or reluctant, to make the required changes, to actually implement your advice.

5.3 Assessment method for qualitative preferences

5.3.1 Assessment of preferences in relation to qualitative preferences

In the list of preferences, the assessment aspects to which the preference relates and the weighting of the preference are indicated.

During assessment, the assessment team will work in accordance with the following scale.

Quality offered	Percentage of maximum number of points for each preference
Excellent, with added value	100%
Very good, with some added value	90%
Good	80%
Very satisfactory	70%
Satisfactory	60%
Reasonably satisfactory	50%
Mediocre, not entirely satisfactory	40%
Very mediocre	30%
Poor, unsatisfactory	20%
Very poor, unsatisfactory	10%
No result	0%

5.3.2 Assessment of preferences in relation to prices/rates

Lot 1, Lot 2 and Lot 3:

Price	Awarded Points
> € 700	Exclusion from the tender process
€ 700 until €690	0
€ 690 until €680	1
€ 680 until €670	2
€670 until €660	3
€ 660 until €650	4
€650 until €640	5
€ 640 until €630	6
€630 until €620	7
€ 620 until €610	8
€610 until €600	9
€600 and <€600	10

The maximum daily rate is €700, - excl. VAT. Failure to comply with this requirement will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention.

Lot 4:

Price	Awarded Points
> € 500	Exclusion from the tender process
€ 500 until €490	0
€ 490 until €480	1
€ 480 until €470	2
€470 until €460	3
€460 until €450	4
€450 until €440	5
€440 until €430	6
€430 until €420	7
€420 until €410	8
€410 until €400	9
€400 and <€400	10

The maximum daily rate is €500,- excl. VAT. Failure to comply with these or one of these requirements will result in your Tender being disqualified from the assessment process and therefore you are eliminated from contention.

6 Assessment of the Tender

6.1 Assessment of the Tender's completeness and legal validity

The Tender will be assessed according to the following procedure. The Tendering authority will check whether:

1. all required documents have been provided (see the checklist in the subsection 'Structure and content of the Tender' in Section 7);
2. the information is correct and complete, and no adjustments have been made to the documents provided by the Tendering authority;
3. no provisos have been made by the Tenderer (e.g. specifying that the Tenderer's own terms and conditions apply);
4. the 'European Single Procurement Document' has been completed in full and has been legally signed.

In the event that the aforementioned requirements have not been complied with, the Tender will be excluded from assessment and further participation in the tendering process, unless rectification is permitted within the boundaries of public procurement legislation.

6.2 Assessment of requirements relating to the assignment

Subsequently, the Tender's compliance with the requirements to the assignment (see Section 3) will be assessed. Any Tenders that do not comply, will be excluded from further participation in the tendering process.

6.3 Assessment of award criteria relating to the assignment

Subsequently, all Tenders not excluded from the tendering process, will be assessed according to the award criteria stipulated in Section 5. The assessment of the award criteria consists of 3 steps.

1. Your written responses on the qualitative award criteria are assessed.
A maximum of 90 points can be obtained for your responses to these award criteria.
Tenderers who do not meet the minimum number of points of 50 on these criteria are set aside and are excluded from further participation in the tendering process and will not be further assessed on the prices/rates.
2. Assessment of the prices/rates with a maximum of 10 points.
3. The total score (written responses + price) will be determined.

6.4 Determination of definitive total score

The Contract will be awarded based on the Most Economically Advantageous Tender principle. The Most Economically Advantageous Tender is the Tender that obtains the highest definitive total score.

The Tenderer's definitive total score will be rounded to one decimal place. No scores will be rounded off until the moment that this definitive total score is determined. If two or more Tenderers have an equal definitive total score that would result in the Tendering authority having to award the Contract to more parties than is desired, then the Tendering authority will award the Contract to the Tenderer with the highest final score for the sub criterion:

Lot 1: 5.2.1 Preferences relating to coaching/supporting (potential) service providers regarding developing sustainable service delivery models for SMEs or other clients.

Lot 2: 5.2.4 Preferences relating to coaching skills on export related topics in the tourism sector

Lot 3: 5.2.7 Preferences relating to coaching Business Support Organisations on service improvement

Lot 4: 5.2.10 Preferences relating to setting up service delivery units for SMEs seeking export opportunities

In the event that the highest scoring Tenderers also achieve an equal score for this sub criterion, then determination of the Tenderer to which the Contract will be awarded will be made by drawing lots.

The execution of the assignment must be done by one single expert per lot. Multiple contact persons are not allowed. The reason for this is that one contact point is needed for the companies and for the contact with CBI. The personal approach towards the stakeholders is important in order to optimally fulfil the expert role. If a collaboration is needed to fulfil the suitability requirements, then such collaboration is possible, provided that one single expert in person will remain the contact point for all the stakeholders.

You are allowed to submit one proposal for multiple lots. Individual tenderers and firms may submit proposals for more than one lot and can win more lots (**if the labour capacity is available**) and therefore can be awarded more contracts from this tender.

It is not possible to meet the requirements together if you submit with multiple people for one lot, the expert who is the contact person for the companies and CBI, must meet all requirements independently by himself under chapter 3 of the tender document. The other possible consortium partners or subcontractors are supplementary and supportive and do not have to meet all requirements in person.

The expert must be able to act fully independent and without any conflict of interest as a representative of CBI in the Tourism sector in Jordan. This entails, among others, that the expert should not be directly or indirectly contracted or employed by (or own) selling parties in Jordan or importing companies that trade in services covered by this tender from developing countries covered by this tender.

6.5 Assessment of evidence

At the moment that the Tenderer legally signs the 'European Single Procurement Document' and submits the Tender, the Tenderer is not (yet) required to provide any evidence, unless expressly asked to do so in this Tender document. For this Tender submit with your Tenderdocument the reference data in 4.3.2 of this Tenderdocument.

By signing the 'European Single Procurement Document' and submitting his Tender, the Tenderer agrees that at a later date, the Tendering authority is entitled to request that the winning Tenderer provides the required evidence.

Upon awarding the Contract, the Tendering authority will only request evidence from the *winning* Tenderer. The Tendering authority is entitled to request this evidence at an earlier stage and from all Tenderers if it believes such a course of action is necessary to facilitate the progress of the tendering process.

The evidence must demonstrate that the Tenderer indeed complies with the content of both the 'European Single Procurement Document' and the Tender. Following the Tendering authority's request to provide the evidence, the Tenderer has 15 (fifteen) calendar days to hand over the required evidence. If the Tendering authority does not agree with the content and/or validity of one or more of the pieces of evidence provided by the winning Tenderer, then this could result in the winning Tenderer being excluded from further participation in the process. In such cases, the Tendering authority will inform every Tenderer of this situation. The Tendering authority will then determine the next Most Economically Advantageous Tender. The score of the Tenderer that has just been excluded will be removed. The calculations will then be carried out once more and a new ranking will be created. The award process will then be conducted again.

In the event a winning Tenderer does not qualify for the definitive award of the Contract, then all Tenderers will be notified of this and the consequences thereof concerning the award of the contract.

7. Submission procedure for Tenders

7.1 Statement of agreement

By submitting a Tender, including the 'European Single Procurement Document', the Tenderer explicitly consents to all requirements and conditions stipulated in this Tender document and the Memorandum of Information and declares that he will continue to comply therewith throughout the entirety of the contract period. Furthermore, the Tenderer confirms that he will comply with all of the specified prices and rates, including any agreed indexation. Failing to comply with one or more requirements will result in his Tender being disqualified from the assessment process and therefore excluded from the Tender process.

7.2 Time Frame

See time frame in Subsection 1.4.

7.3 General procedure

This tendering process will be carried out in compliance with the Public Procurement Act. In this case, the 'open procedure' was selected. An announcement thereof was published on www.tenderned.nl and on Tender European Daily (TED).

In the event that a Tender is not submitted in accordance with the provisions and regulations stipulated in this section, the Tendering authority can set aside the Tender and exclude the Tenderer from further participation in this tender procedure.

7.3.1 Communication

All communication relating to this tender procedure will be conducted via TenderNed (www.tenderned.nl), unless otherwise specified.

Once you have indicated your interest in this invitation to tender on TenderNed, you can send and receive messages about this tender process via 'My Tenders'. Any questions concerning the tender process can be sent to the Tendering authority's contact person via TenderNed. You will receive messages via TenderNed. Via your personal TenderNed settings, you can turn on automatic notifications, including notifications to your private email address. It is your responsibility to ensure that these emails are not blocked by your email provider's security system. If the communication cannot be conducted via TenderNed, you can contact the following contact person(s): Mr. M. Verhage: mischa.verhage@rvo.nl

Attempts to directly contact parties other than the contact person(s) stated above in relation to this tender process are prohibited.

If you have any functional or technical questions regarding TenderNed, you can contact the TenderNed service desk on weekdays between 08:30 and 18:00 CET on 0800-8363376 or via servicedesk@tenderned.nl. You can also consult the eHandbook via <http://www.tenderned.nl/eqids/>.

7.3.2 eHerkenning

All TenderNed users affiliated with a *Dutch* company registered with the Dutch Chamber of Commerce are obliged to log in and register using eHerkenning. *This obligation does not apply to companies not registered in the Netherlands.* Visit <http://www.tenderned.nl/eherkenning-en-tenderned-0> for more information about eHerkenning, including the terms and conditions. You are responsible for any consequences arising from the failure to register with eHerkenning in a timely manner.

7.3.3 Questions and additional information/changes

During the procedure, you have the opportunity to ask questions. Ask your questions as soon as possible. All questions will be answered anonymously. The Tendering authority can answer your questions via TenderNed in two ways:

- Via one or more Memoranda of Information.
- By means of the TenderNed 'Questions and Answers' facility.

The deadline for submission of your questions is specified in the schedule (see section 1.4). In any event, all questions asked will be answered at least 10 days prior to the deadline for submission of the Tender.

Submitting a question to the Tendering authority

Questions are to be asked via TenderNed. See <https://www.tenderned.nl/cms/english/six-steps-bidding-public-procurement-contracts-online-through-tenderned>.

All questions and answers will be published anonymously for all interested parties to view. If you have a compelling reason why you do not wish your question (and its answer) to be revealed to the other interested parties, then tick the 'Answer Individually' box. However, the Tendering authority will decide whether or not to process your question individually.

Answers from the Tendering authority

The Memoranda of Information are an integral part of this Tender document. The Tendering authority assumes that all sections for which no questions have been asked have been clearly and fully understood.

7.3.4 Validity period and submission of Tender

The Tender must be valid for at least the four months after the deadline for submitting the tenders. In the event that an application for a preliminary injunction is filed with the competent court in The Hague against the award decision, then the Tenderers must in any event ensure that their Tenders are valid until four weeks subsequent to the initial decision by the court.

7.3.5 Variants on Tender

Upon submitting a Tender in accordance with the Tender document, the Tenderer is not permitted to submit a variant of this Tender.

7.3.6 Costs of submitting a Tender

The Tendering authority will not reimburse any Tenderers for any costs resulting from the drafting and submitting of a Tender, including any further information requested of the Tenderer.

Any costs or damage which (can) occur by not winning this Tender by the decision of the Tendering authority, are at the expense and risk of the Tenderer.

7.3.7 Termination of tendering process

Until the moment that the Contract is signed, the Tendering authority reserves the right to partially, fully, temporarily or permanently terminate the tendering process. In such situations, Tenderers are not entitled to compensation for any costs whatsoever incurred as a result of this tendering process.

7.3.8 Order of precedence of documents

In the event of inconsistencies between the Tender document and the Memorandum of Information, the Memorandum of Information takes precedence.

In the event that there are multiple Memoranda of Information, then the provisions in the most recent Memorandum of Information takes precedence in the event of inconsistencies between the different Memoranda.

7.3.9 Information about the Tenderer's obligations

The Tenderer must take into account his obligations relating to environmental, social and employment law in compliance with article 2.81 paragraph 2 of the Public Procurement Act.

Information on obligations resulting from Dutch legal provisions with regard to taxes, environmental protection, occupational health and safety and terms of employment that will be applicable to the Tenderer's activities throughout the Contract period is available from the following sources:

Information on taxes: the Dutch Tax and Customs Administration: (www.belastingdienst.nl).

Provisions concerning environmental protection: the Ministry of Infrastructure and Water

Management (www.rijksoverheid.nl).

Provisions pertaining to occupational health and safety and terms of employment: the Ministry of Social Affairs and Employment: (www.rijksoverheid.nl).

7.3.10 Inconsistencies and objections

If the Tenderer is of the opinion that the documents contain inconsistencies, errors or matters that are unclear or if the Tenderer has any objections, then the Tenderer must report this to the contact person in writing, including substantiation.

7.3.11 Complaints procedure

If a Tenderer disputes a response given by the Tendering authority to a question, request, comment or objection from the Tenderer, or if the Tenderer receives no response, then he can submit a complaint. More detailed information on this matter can be found in the 'Complaints Procedure' annex.

7.3.12 Dispute resolution

In addition to the provisions in the 'Complaints Procedure' subsection, any dispute arising from this tendering process can be presented to the Public Procurement Experts Committee (www.commissievanaanbestedingsexperts.nl) and/or to the competent court in The Hague. Dutch law applies exclusively to such proceedings.

7.3.13 Submission of the Tender

The deadline (date and time) for submission of Tenders is stipulated in the 'Time schedule' (1.4) and it is a final deadline.

In order to submit a Tender, you must register with TenderNed. One or more registered users must be connected and authorised to submit the Tender via TenderNed on behalf of your company. **The Tendering authority advises that you start the TenderNed registration process immediately rather than postponing it until the tendering period is coming to a close.** Upon registering your organisation, you must add your proposal via TenderNed.

Please note that your TenderNed registration will be final after several days, after you received a registration code which you have to use first.

- For more information on registering and establishing your organisation with TenderNed and digital submission of your Tender, visit <https://www.tenderned.nl/cms/english/tenderned-foreign-businesses>.
- Only Tenders that have been submitted to the digital safe for this invitation to tender either prior to or on the day of the deadline (prior to the time of the deadline) will be processed by the Tendering authority.
- The time and date as displayed on the digital countdown clock in TenderNed serves as the definitive deadline for the submission of Tenders.
- The Tendering authority is only able to see the Tenders once the digital safe opens in TenderNed. This safe can only be opened upon expiry of the deadline for the submission of Tenders.
- In the event you have technical issues or questions regarding submission of your Tender via TenderNed, you can contact the TenderNed service desk via servicedesk@tenderned.nl or +31 (0)70-3798899. If you believe that the TenderNed service desk is taking too long to answer your question or comment, then you can contact your contact person within the Tendering authority.
- Any risks resulting from late submission of the Tender and/or submission of an incomplete Tender is borne by the Tenderer.
- The Tendering authority is neither responsible nor liable for any consequences resulting from a Tender that is submitted too late, incorrectly or incompletely.

The Tendering authority will treat confidential information provided by the Tenderer with due care.

7.3.14 Structure and content of the Tender

The Tender must be submitted entirely via TenderNed and the 'European Single Procurement Document' must be legally signed.

You can use the following checklist during the submission of your quotation.

Subject	Description	Action required from tenderer
Annex 1	European Single Procurement Document*	Fill in, legally sign and add to TenderNed
Award criteria	Tender, including a general response to the Tendering authority's award criteria.	Add to TenderNed
'Prices/Rates' annex	Prices/rates included in the quotation	Fill in, legally sign and add to TenderNed
Evidence Reference data	4.3.2: Reference data	Add to TenderNed
CV and examples asked at the Award criteria	CV('s), examples	Add to TenderNed

* See Subsection 7.3.16 in the event your Tender is submitted in collaboration with other companies.

7.3.15 Legal signature

A legal signature signifies that the document in question has been signed by a legally authorised representative.

If it is recorded in the professional or trade register that two or more people are only jointly authorised to represent the organisation, then the documents requiring a legal signature must be signed by those two or more people. If any limitations are in place regarding authorisation to represent the organisation, then this must be taken into account.

The 'European Single Procurement Document' must be signed with an original and handwritten signature (hereinafter referred to as: a 'handwritten signature') by the legally authorised representative(s).

The documents bearing the handwritten signature must be scanned and added to your Tender.

Where a legally valid signature is required, the Contracting Authority accepts, in addition to an original handwritten signature, also the qualified electronic signature within the meaning of art. 3:15a of the Civil Code.

The Uniform European Tender Document cannot be provided directly from a qualified electronic signature. You can provide the Uniform European Tender Document with a handwritten signature to create a digital PDF printout of the PDF form, with which this digital PDF printout can then be placed with the qualified electronic signature.

The lack of a legally valid signature in principle leads to exclusion from the tendering procedure. If a handwritten signature is missing, you will be given one single opportunity to correct it.

7.3.16 Submission of a Tender in collaboration with other organisations

It is not possible to meet the requirements together if you submit with multiple people for one lot, the expert who is the contact person for the companies and CBI must meet all requirements independently by himself under chapter 3 of the tender document.

If you cannot carry out the assignment independently, you can set up a collaboration with other organisations. In a principal contractor-subcontractor structure in which the Contractor is liable for the fulfilment of all obligations, including the obligations that will be subcontracted. The consortium partners or subcontractors are supplementary and supportive and do not have to meet all requirements in person.

If a Tender is submitted by a principal contractor that does not rely upon the capacity of any subcontractors, then only the principal contractor is required to complete and legally sign Part II D of the 'European Single Procurement Document'.

If the principal contractor does rely on the capacity of subcontractors in order to demonstrate compliance with the applicable Suitability Requirements, then the subcontractor(s) in question must also complete and legally sign Part II C of the 'European Single Procurement Document'.

The principal contractor is fully liable for the fulfilment of the obligations arising from the Tender as well as the fulfilment of the contract (if awarded). In addition, the principal contractor is liable for the fulfilment of the obligations for which he has hired the subcontractor(s).

All completed and legally signed 'European Single Procurement Document' forms must be added to the Tender.

Upon the award of the Contract, the Tendering authority will request – prior to the commencement of the Contract – that the successful principal contractor provides the following information: the name, contact details and legal representatives of the subcontractor that will be involved in the execution of the services.

7.3.17 Single Tender

All natural persons, legal entities and organisations may only submit a single Tender (either individually or in combination with other natural persons, legal entities and/or organisations). Tenderers who are mutually connected via a relationship of dependence (group link) are permitted to participate separately in this tendering procedure. However, this is on the express condition that they participate as competitors in this tendering process. For this purpose, they must demonstrate that their mutual relationship has not influenced their behaviour within the scope of this tendering procedure nor has it restricted fair competition.

By submitting a Tender, the Tenderer in question agrees to this condition.

The Tendering Authority does not consider submission of a Tender for multiple lots to constitute submission of multiple Tenders.

The execution of the assignment must be done by one single expert per lot. Multiple contact persons are not allowed. The reason for this is that one contact point is needed for the companies and for the contact with CBI. The personal approach towards the stakeholders is important in order to optimally fulfil the expert role. If a collaboration is needed to fulfil the suitability requirements, then such collaboration is possible, provided that one single expert in person will remain the contact point for all the stakeholders.

You are allowed to submit one proposal for multiple lots. Individual tenderers and firms may submit proposals for more than one lot and can win more lots (**if the labour capacity is available**) and therefore can be awarded more contracts from this tender.

It is not possible to meet the requirements together if you submit with multiple people for one lot, the expert who is the contact person for the companies and CBI, must meet all requirements independently by himself under chapter 3 of the tender document. The other possible consortium partners or subcontractors are supplementary and supportive and do not have to meet all requirements in person.

7.3.18 Violation of the fundamental principles of procurement law and restriction of fair competition

Any Tenderer whose actions violate a fundamental principle of procurement law (such as the equality principle), the result of which restricts or could restrict fair competition, will be excluded from this tendering procedure. This is also the case if the violation or the restriction of fair competition only comes to light after the announcement of the award of the Contract to all Tenderers. Prior to making the decision to exclude the Tenderer in question, the Tendering authority will notify the Tenderer of this intention, at which point the Tenderer will be given the opportunity to demonstrate to the Tendering authority that no violation of a fundamental principle of procurement law or restriction of fair competition has taken place.

By submitting this Tender, the Tenderer declares his awareness that actions contravening any fundamental principle of procurement law can result in the aforementioned consequences. The Tendering authority can use all resources available to him in order to identify any violation of the fundamental principles of procurement law or the restriction of fair competition. A judicial decision will not be a necessary requirement in such cases.

7.3.19 Communication and language

During the tendering process, communication with the Tendering authority must be conducted in English.

The Tender must be submitted in English.

Additional documents (such as informational materials etc.) can also be provided in Dutch or English.

During the fulfilment of the contract, communication must be conducted in Dutch or English. Reporting language is English.

7.3.20 General terms and conditions

The applicability of any of the Tenderer's general terms and conditions concerning delivery, payment and/or any other matters is explicitly excluded. The General Government Terms and Conditions apply to the Contract.

7.3.21 Contract conditions

The draft Contract, Data processing Agreement and the corresponding General Government Terms and Conditions are included in the annexes. The Tenderers have the opportunity to ask questions, make comments and propose textual amendments.

The Tendering authority is free to accept or reject the proposed textual amendments. The Tendering authority will indicate whether or not the proposals have been accepted or rejected in the Memorandum of Information. By submitting the Tender, the Tenderer declares his consent to the (possibly amended) Contract. Only the definitive Contract will apply during the execution of the assignment.

7.3.22 Explanation and verification of the Tender

The Tendering authority can request that the Tenderer explains his Tender in greater detail and/or provide substantiating documents. The Tendering authority is entitled – although not obliged – to check the accuracy of all data and statements submitted within the scope of the Tender.

7.3.23 Request for supplementary information concerning the Tender

The Tendering authority can ask Tenderers to provide supplementary information and/or clarification of their Tender.

7.3.24 Announcement of the award of the Contract

All Tenderers will receive a message simultaneously that announces the award of the Contract and substantiates its decision. All Tenderers are entitled to request further information regarding this decision from the Tendering authority.

Standstill period

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All Tenderers and stakeholders who dispute the award of the Contract and/or the verbal/written substantiation thereof can apply for a preliminary injunction at the competent civil court in The Hague. This must be done no later than 20 calendar days subsequent to the sending of the digital notifications concerning the award of the Contract. Upon expiry of this period, no more applications for a preliminary injunction can be submitted. In the event a Tenderer applies for a preliminary injunction, we kindly request that you send a copy of the summons to the Tendering authority.

On the grounds of Section 2.129 of the Public Procurement Act the award of the Contract does not yet mean the Tenderer's Tender has been accepted. For the 20 calendar days subsequent to the sending of the digital notification of the award of the Contract, the Tendering authority is not permitted to definitively award the assignment by concluding the Contract.

If a preliminary injunction is applied for during these 20 calendar days, then a waiting period will be required pending a judgement in the preliminary injunction proceedings. The judgement will serve as the basis for further decision making by the Tendering authority.

If preliminary injunction proceedings are brought against the award of the Contract, then the Tendering authority will notify the Tenderer of this fact. The Tenderer must ensure that his Tender remains valid for at least four weeks subsequent to the judgement in the preliminary injunction proceedings.

Interests in relation to the judgement

Tenderers who have an interest in the judgement in these preliminary injunction proceedings can only engage in these proceedings by means of intervention or joinder. The Tenderer cannot initiate separate proceedings or other judicial proceedings.

7.4 Further Agreements within the Contract

An assignment within a Contract is referred to as a Further Agreement. There will be a yearly assignment with a yearly program within the scope of this Tender. Additional tasks can be given during the year.

Annexes

The following annexes constitute an integral part of this Tender document. These annexes were published together with the Tender document.

Annex 1: European Single Procurement Document

Annex 2: Prices/Rates

Annex 3: Draft Contracts lot 1, 2, 3 and 4

Annex 4: General conditions ARVODI 2018

Annex 5: "Brochure E-factureren Rijksoverheid"

Annex 6: Complaints Procedure

Annex 7: Draft Data Processing Agreement